

Army Regulation 220–90

Field Organizations

Army Bands

**Headquarters
Department of the Army
Washington, DC
27 November 2000**

UNCLASSIFIED

SUMMARY of CHANGE

AR 220-90

Army Bands

This revision--

- o Fully defines division of responsibilities between The Adjutant General, the Chief, Army Bands, and the Army Band Proponency Office (paragraph 1-4b, c, and h).
- o Changes criteria for assignment of a Staff Band Officer to Major Army Command or Army headquarters, deleting the requirement for commands with fewer than five Active Army bands (paragraph 1-4e).
- o Deletes provisions pertaining to musical units at the U.S. Army Disciplinary Barracks (paragraph 1-4g(10 and 11)).
- o Assigns responsibility to The United States Army Band to maintain organizational songs (paragraph 1-4j(18)).
- o Delineates responsibilities for Reserve Component Full Time Manning Support personnel (paragraph 1-4l).
- o Delineates responsibilities for band liaison personnel assigned to U.S. Army Recruiting Command (paragraph 1-4m and n).
- o Revises mission guidance for Army bands to align with TRADOC Pamphlet 525-13, Operational Concept for Army Bands, dated 2 January 1988 (paragraph 1-5).
- o Provides guidance for implementation of the "flexible TOE" (paragraph 1-8).
- o Incorporates provisions from AR 360-61, Community Relations, and DOD Directive 5410.18 and DOD Instruction 5410.19 (paragraphs 2-2 through 2-4).
- o Provides guidance on performance of ceremonial music (paragraph 2-5g and h).
- o Provides guidance for frequency of evaluation of reserve components bands' mission capabilities (paragraph 3-7c).
- o Changes band reporting requirements and procedures, implementing on-line reporting with revision to DA Form 4172 (Army Bands Operations Report)(paragraph 5-2b and c).
- o Clarifies responsibilities and procedures for Army Band Technical Inspections (paragraph 5-1), decreasing the frequency of inspections and delineating funding responsibility.

Effective 1 January 2001

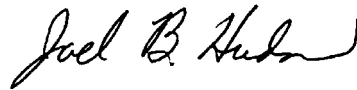
Field Organizations

Army Bands

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

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Administrative Assistant to the
Secretary of the Army

History. This publication publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This revision covers Army band policies and describes the types of missions of Army bands, incorporating FORCE XXI doctrine. In addition to stating responsibilities, this revision clarifies policies regarding authorized and prohibited events. The revision provides expanded information on performance of official music. It describes policies for selection and training of band soldiers and

provides guidance on implementation of special procedures for assignment of personnel against authorized positions in the Modified Table of Organization and Equipment (MTO&E). It provides guidance for band equipment and facilities. The revision gives instructions on inspections and reports, incorporating changes to reflect enhanced use of technology. The revision implements DOD Directive 5410.18; DOD Instructions 1005.4 and 5410.19; sections 974 and 3634, title 10, United States Code; and sections 170 and 171, title 36, United States Code.

Applicability. This regulation applies to the Active Army, the Army National Guard of the United States (ARNGUS), and the U.S. Army Reserve (USAR).

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff for Personnel. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. Proponents may delegate approval authority, in writing, to a division chief within the proponent agency in the grade of colonel or the civilian equivalent.

Army management control process.

The regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Office of the Deputy Chief of Staff for Personnel. Send copy of proposed supplement to Commander, Total Army Personnel Command, ATTN: Staff Bands Officer (TAPC-PDO), 200 Stovall Street, Alexandria, VA 22332-0474.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: Commander, Total Army Personnel Command, ATTN: Staff Bands Officer (TAPC-PDO), 200 Stovall Street, Alexandria, VA 22332-0474.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard and the U.S. Army Reserve (USAR).

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Chapter 1

Introduction

1-1. Purpose

This regulation prescribes policy and assigns responsibilities for all Army bands and musical activities of the Active Army, Army National Guard (ARNG), and the United States Army Reserve (USAR). Unless otherwise stated, the term “Army” refers to the Active Army, Army National Guard, and Army Reserve.

1-2. References

Required and related publications and forms are listed in Appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. The Deputy Chief of Staff for Personnel (DCSPER) is responsible for Army band matters. The Director of Military Personnel Management (DMPM) is the principal coordination point for all matters pertaining to Army bands.

b. The Adjutant General (TAG). TAG will coordinate, recommend, and enforce policy, plans, and programs relative to Army bands. The functional agent for accomplishing these actions is the Department of the Army Staff Bands Officer (DASBO), an Army Band Officer (AOC AG 42C), who will:

(1) Review and recommend policy pertaining to Army bands and band personnel within the guidelines established by the Department of Defense (DOD) and the Department of the Army (DA). Coordinate all policy submissions related to these guidelines with the DMPM and Office of the Chief, Public Affairs (OCPA) when appropriate.

(2) Advise the Army leadership and brief the Army Staff on band issues.

(3) Update and exercise responsibility for AR 220-90, Army Bands.

(4) Advise and assist the Chief, Army Bands (C, AB), U.S. Army Soldier Support Institute (USASSI), with Army band program-related actions. This includes:

(a) Advising and assisting U.S. Total Army Personnel Command (PERSCOM) in monitoring the DA Centralized Band Member Accession Management Program and the musical qualifications of all Army band personnel.

(b) Attending Career Management Field (CMF) 97 laydowns at PERSCOM.

(c) Participating in the review and analysis of Army band requirements.

(5) Provide subject matter input to The Army Analysis (TAA) program.

(6) Assist the Army Staff to develop and implement plans to station, mobilize, and use Army bands. This includes:

(a) Activating, deactivating, and re-stationing Army bands.

(b) Mobilizing and demobilizing Army bands.

(c) Deploying and replacing Army bands.

(d) Providing appropriate technical advice.

(7) Monitor the mission, base operations (BASOPS), and funding accounts for all bands and band activities.

(8) Coordinate applications, evaluations, and selection of applicants seeking assignment as Army band officers.

(9) Advise and assist the C, AB on combat development initiatives to include Table of Organization and Equipment (TOE), Modified Tables of Organization and Equipment (MTOE), Tables of Distribution and Allowances (TDA), and Common Tables of Allowances (CTA).

(10) Assist the Army Corps of Engineers and local commanders (CDR) in the design and programming of band facility construction and renovation.

(11) Review all Army bands technical inspection reports for adequacy and make recommendations to Major Command (MACOM) and local commanders when necessary. Inspect or identify an Army band officer to conduct technical inspections of those bands in commands that do not have a staff band officer. Monitor frequency of Army Band Technical Inspections to ensure compliance with paragraph 5-2 of this regulation.

(12) Advise CDR, PERSCOM on the assignment of officers, warrant officers, and soldiers to Army bands and band activities.

(13) Respond to Congressional inquiries concerning the Army bands program.

(14) Respond to the General Accounting Office (GAO) and other governmental agency inquiries concerning Army bands and band activities.

(15) Advise and assist Public Affairs (PA) personnel with media inquiries relating to Army bands.

(16) Represent the Army when coordinating band-related matters with other governmental agencies and national or international institutions. Monitor, advise, and assist Army band involvement with other Army activities at the federal, national, and international level.

(17) Serve as Headquarters, Department of the Army (HQDA) point of contact (POC) for coordination of Army band matters with the National Guard Bureau (NGB) and Chief, Army Reserve (CAR).

- (18) Serve as HQDA POC for determinations concerning off-duty employment of Army musicians and provisions of Title 10, U.S. Code, which places restrictions on such activities. See Appendix B, Section II of this regulation.
- (19) Represent the U.S. Army at national and international conferences of bandmasters, music educators, and music industry representatives.
- (20) Serve as POC for bands wishing to produce recordings. See paragraph 2-8 of this regulation.
- (21) Coordinate with the intellectual property attorneys of the Army, when necessary, on issues regarding copyright law.
- (22) Monitor strength accountability for the entire Army band program.
- (23) Develop funding levels and input for Program Objective Memorandum (POM) for the QBND MDEP (Army Bands Management Decision Package).
- c. Chief, Army Bands (C, AB), U.S. Army Soldier Support Institute (USASSI).* The C, AB is the proponent and coordination point for the Commanding General (CG), USASSI and CG, Training and Doctrine Command (TRADOC) for all matters pertaining to Army bands. C, AB directs the conduct of proponent-related activities per AR 5-22, The Army Proponent System, and AR 600-3, The Army Personnel Proponent System. Further, C, AB will:
- (1) Supervise the U.S. Army Element, School of Music (USAESOM) and ensure, in coordination with TRADOC, all programs of instruction (POI) at the School of Music are compatible with approved doctrine and meet the requirements of Army bands.
 - (2) Supervise the Army Bands Proponency Office.
 - (3) Conduct the annual Army-Wide Band Leader Training Workshop.
- d. Commands and select Army staff.* All activities authorized bands, to include Army National Guard (ARNG) Adjutants' General (AG) and USAR General Officer Commands (GOCOM), will:
- (1) Make bands available for active, continuing support of Army recruiting.
 - (2) Provide adequate operational and training facilities within the guidelines of paragraph 4-4 of this regulation.
 - (3) Support Army-wide band leader training workshops and clinics to improve technical capabilities.
 - (4) Support bandmaster participation in civilian music-related workshops and clinics to improve technical capabilities.
 - (5) Comply with requirements for Army Band Technical Inspections as specified in chapter 5 of this regulation.
- e. MACOM Commanders.* Commanders of MACOMs with five or more Active Army bands or musical activities (see paragraph 1-9, Table 1-3 below) assigned will resource at least one full-time staff bands officer (SBO) (Area of Concentration (AOC) AG42C) in their headquarters who will monitor and, through periodic technical inspections, evaluate all assigned bands, regardless of component.
- (1) CDR, FORSCOM will additionally:
 - (a) Establish guidelines, in coordination with DASBO, for the mobilization of ARNG and USAR bands.
 - (b) Monitor ARNG/USAR Army musician recruiting.
 - (c) In coordination with the DASBO, nominate ARNG/USAR bands for Annual Training (AT) at selected Continental United States (CONUS) and Outside Continental United States (OCONUS) sites.
 - (2) CDR, TRADOC will additionally:
 - (a) Develop and manage training programs (resident and nonresident) and supervise individual training for Active Army and Reserve Component (RC) personnel.
 - (b) Develop doctrine regarding the role of band operations in support of Force XXI Operations (see TRADOC Pam 525-13).
 - (c) Ensure all POI at the School of Music are compatible with approved doctrine and meet the requirements of Army bands.
 - (d) Ensure Reserve Officer Training Corps (ROTC) cadets are made aware of procedures to qualify as Army band officers.
- f. Installation and activity commanders (see glossary).* Installation and activity commanders that exercise command and control of Army bands will provide administrative and logistical support including, but not limited to, food service, quarters/billeting, and transportation on a proportionately equal basis to all other units under their command. In addition, commanders will—
- (1) Provide adequate funding to accomplish missions specified in Chapter 2 of this regulation, applicable TOE/MTOE, and other directives.
 - (2) Program, provide, construct, renovate, and repair band facilities (see paragraph 4-4 of this regulation).
 - (3) Develop and implement policies and procedures pertaining to the utilization and scheduling of Army bands.
 - (4) Monitor band scheduling to prevent over-commitment and to ensure sufficient primary mission training is conducted to ensure mission accomplishment. The band commander is the technical expert responsible for determining the musical readiness of the band and determining training requirements.
 - (5) Monitor the personnel strength of Army bands to ensure their unit(s) maintain(s) a balanced instrumentation.

- (6) Through their local Public Affairs Office (PAO), provide public information releases, press kits, publicity photos, and recordings for use in band support of community relations events, per AR 360-61.
- (7) Make bands available to support the U.S. Army Recruiting Command (USAREC), National Guard Recruiting, or state or territory recruiting and retention offices and apprise local recruiting officials in advance of all off-post performances and of all on-post performances to which the public is invited.
- (8) Assist local Active Army and RC recruiting personnel in developing and maintaining an effective recruiting program for Army musicians.
- (9) Support the funding of travel for the band to carry out its troop support, recruiting, and community relations missions.
- (10) Support (TDY) travel for band commanders and executive officers, band senior sergeants, RC Full-Time Support Personnel, and selected Army musicians to the Army-Wide Band Leaders Training Workshop, and civilian music workshops, clinics, and seminars.
- (11) Develop suitable rating schemes for band commanders. Although rating schemes for band commanders may be tailored to fit local situations, the tasking authority for performances (OPCON) must, in all cases, be in the band commander's rating chain. Commanders will ensure Army Band Technical Inspection Reports (see paragraph 5-2a of this regulation) are used as technical input to band commander and band senior sergeant evaluation reports.
- (12) Identify and use non-CMF 97 buglers and drummers to perform in military funerals, memorial services, drill and ceremonies training, and other musical events. See paragraph 2-1e of this regulation.
- g. Commandant, United States Army Element, School of Music (USAESOM) will:*
- (1) Review equipment changes to authorization documents, TOE, MTOE, CTA, and TDA for Army bands and band activities. Recommend changes to other proponents, U.S. Army Force Management Support Agency (USAFMSA), or MACOM as appropriate.
- (2) Review procurement, distribution procedures, and standards for band equipment. Maintain standard operating procedures for the lateral transfer of equipment throughout the Army bands program.
- (3) Develop and update TRADOC Pam 525-13, Operational Concept for Army Bands.
- (4) Develop, implement, and conduct officer and noncommissioned officer training development programs for the Army bands program.
- (5) Perform all combat development functions concerning Army bands, to include the review, revision, and development of all doctrinal and training literature products.
- (6) Coordinate expertise necessary for the Combined Arms Support Command (CASCOM) to conduct Manpower Requirements Criteria (MARC) studies.
- (7) Assist the Army Clothing and Equipment Board in testing, evaluating, and adopting items of Army band mission clothing and equipment.
- (8) Develop standard evaluation and audition procedures to determine the musical qualifications of all persons applying for:
- (a) Appointment as Army band officers or warrant officers.
- (b) Duty as Army musicians.
- (c) Additional Skill Identifier (ASI) C1.
- (9) Train and certify CMF 97 personnel to administer auditions and maintain a database of those personnel certified.
- h. Army Bands Proponency Office will:*
- (1) Review personnel changes to organization authorization documents, TOE, MTOE, CTA, and TDA for Army bands and band activities. Recommend changes to other Army proponents, USAFMSA, or MACOM as appropriate.
- (2) Advise and assist USAREC in recruiting for CMF 97. Review and approve advertising and recruiting programs for Army bands.
- (3) Review strategic and tactical plans, studies, and initiatives concerning the employment of Army bands. Develop force planning guides and allocation rules for Army bands.
- (4) Assist USAREC in the selection of applicants for training as warrant officer bandmasters by providing technical screening of their qualifications.
- (5) Develop briefing materials for DA centralized promotion boards.
- (6) Maintain the Army Band Operations Report (ABOR) system and provide reports as required.
- (7) Assist and advise PERSCOM in Army band officer, warrant officer bandmaster, and Army musician accession management and assignments.
- i. Major Command (MACOM) staff band officers (SBO) will:*
- (1) Inspect Army bands within their command. Inspections will evaluate the administration, training, logistical support, facilities, personnel management, use, and mission effectiveness of bands and Army musicians. See chapter 5 of this regulation.
- (2) Assist their MACOM CDR to formulate plans and policies that prescribe effective band use.

- (3) Establish liaison with centers of influence (including college and high school music educators) to gain their support and assistance in recruiting Army musicians. See Glossary - "Centers of influence."
 - (4) Conduct orientations, in-service training conferences, clinics, workshops, and demonstrations for command Army band officers, warrant officer bandmasters, and bandmembers.
 - (5) Monitor effective use of bands in their command per AR 360-61 and chapter 2 of this regulation.
 - (6) Disseminate information about CMF 97 to commands with Army bands.
 - (7) Provide in-service training on the capabilities and use of bands to morale, welfare and recreation (MWR), public affairs (PA), civil affairs (CA), psychological operations (PSYOP), and recruiting personnel at their MACOM HQ.
 - (8) Provide recommendations pertaining to procurement of equipment and supplies, and for construction, conversion, renovation, and repair of band training facilities.
 - (9) Monitor band personnel management procedures and ensure bandmasters and personnel officers follow prescribed classification and assignment procedures.
 - (10) Review and implement approved HQDA program and budget guidance affecting bands within their command.
 - (11) Review the MTOEs of bands within their commands to ensure accuracy and sufficiency.
 - (12) Perform Army Band Technical Inspections for other MACOMs upon request of DASBO. Funding will be provided by the supported command.
- j. Band commanders.* Commissioned officers (Area of Concentration (AOC) 42C), and warrant officer bandmasters (Military Occupational Specialty (MOS) 420C) are responsible for the unit-level command and control of their bands. Responsibilities include Uniform Code of Military Justice (UCMJ) authority, administration, operations, training, and supply. Additionally, band commanders will:
- (1) Advise higher echelon commanders on local band matters such as organization, operation, committing procedures, planning of training, and facilities.
 - (2) Serve as the command subject matter expert on all matters pertaining to music.
 - (3) Appoint Army musicians to leadership positions as prescribed in the MTOE.
 - (4) Evaluate the physical and acoustical limitations of performance sites, length of the events supported, resources available, and determine the size and instrumentation of musical groups used in support of authorized commitments.
 - (5) Prepare annual budgets that include, as a minimum, funds to:
 - (a) Maintain and replace MTOE/CTA/TDA equipment and uniform items required for mission success. See paragraph 4-1f of this regulation.
 - (b) Procure expendable musical supplies, sheet music, and recordings. See paragraph 4e and 4-2 of this regulation.
 - (c) Budget TDY travel for band officers, warrant officer bandmasters, the band senior sergeant, and other bandmembers to attend the annual Army-wide Band Training Workshop, music clinics, seminars, and other band-related events to ensure professional development of all unit personnel.
 - (6) Develop and carry out military and MOS-related training programs for their unit. Individual MOS-related training programs should be coordinated with local educators.
 - (7) Develop, maintain, and regularly evaluate the technical proficiency of unit personnel. Band commanders will recommend reclassification or separation of individuals who cannot meet and maintain minimum qualifications and requirements of their MOS. See AR 611-1 and AR 635-200.
 - (8) Recommend career Army musicians for training as warrant officer bandmasters (Military Occupational Specialty (MOS) 42C) or Army band officers (AOC AG42C).
 - (9) Support U.S. Army recruiting goals by—
 - (a) Providing band support to selected events sponsored by USAREC, National Guard Recruiting, or state or territory recruiting and retention offices.
 - (b) Auditioning and interviewing prospects, both on and off-post (including local educational institutions), for enlistment as Army musicians. See AR 601-210 for further information
 - (c) Training the band senior sergeant to administer auditions to prospective bandmembers.
 - (d) Establishing and maintaining a rapport with local centers of influence (including college and high school music educators) to gain their support and assistance in recruiting Army musicians. See Glossary - "Centers of influence."
 - (e) Providing musical support to ensure local recruiting programs are achieving desired results.
 - (f) Coordinating recruiting activities with local Active Army and RC recruiting personnel.
 - (10) Identify potential in-service personnel for on-the-job training (OJT) in shortage band MOS. See paragraph 3-6c of this regulation.
 - (11) Develop and conduct a supervised OJT program for ARNG/USAR musicians. Band commanders will use training programs and materials as provided by the USAESOM.
 - (12) Select and program appropriate music for all band support missions.
 - (13) Administer an effective unit reenlistment/retention program.
 - (14) Temporarily assume the responsibilities of an SBO when directed.
 - (15) Review/recommend changes to authorization documents.

(16) Actively recruit and recommend highly qualified soldiers for appointment as warrant officer bandmasters and Army band officers.

(17) Senior band commanders (commissioned and warrant officer) have the inherent responsibility to actively mentor more junior band officers and bandmasters, regardless of command relationship. Additionally, senior band officers and bandmasters are frequently required to provide expert advice to TAG, USAESOM, and C, AB.

(18) CDR, The United States Army Band (TUSAB) will additionally—

(a) Serve as the proponent and procurement source for all foreign national anthems. See paragraph 2-5b below.

(b) Maintain all approved organizational songs in accordance with (IAW) paragraph 2-6 of this regulation.

k. *Band Senior Sergeants.* A band senior sergeant is the senior noncommissioned officer (NCO) designated to fill the top enlisted slot in a band. A master sergeant slotted in the 02Z position is the First Sergeant; a sergeant major in that position is the Band Sergeant Major. The band senior sergeant will—

(1) Assume command of the band in the absence of the band commander and other CMF 97 officers. See AR 600-20, chap 2, and paragraph 1-6 below.

(2) Maintain discipline, morale, and personnel accountability.

(3) Provide the band commander guidance and assistance on all matters pertaining to enlisted personnel.

(4) Assist the band commander in planning and conducting the unit's training program. The band senior sergeant is the primary unit trainer.

(5) Serve as the primary enlisted conductor of the band.

(6) Select unit personnel to perform appointed duties for internal support positions, to include but not limited to administration, training, operations, logistics, music library, instrument repair, technical support and supervise the execution of these duties.

(7) Interview and audition, during the absence of the band commander, applicants for enlistment as Army musicians. This responsibility may not be further delegated. See the section on Army bands in AR 601-210, Table 7-1.

(8) Continue to perform in the band as a conductor, drum major, instrumentalist and/or vocalist as appropriate.

(9) Serve as the primary career counselor for band enlisted soldiers and act as POC for most communications with higher headquarters' personnel managers.

(10) Serve as the primary representative to the command on CMF 97 enlisted matters and ceremonial issues.

(11) Band Sergeants Major, in addition to the above, serve as the senior enlisted band soldier in their commands. They will assist and advise C, AB and their respective MACOMs on issues affecting CMF 97 soldiers. They will also assist in the mentoring and professional development of CMF 97 First Sergeants.

l. *Full Time Support (FTS) Personnel (RC Only).* FTS personnel are the commander's principal representatives and administrators. See AR 135-2 for more information. They assist commanders in executing all unit functions and will—

(1) Maintain accountability for soldiers' pay periods (training assemblies, annual training, additional training assemblies, and other periods of federal or state active duty); initiate requests for the publication of active duty orders; and initiate and track all pay actions including travel pay for all unit members.

(2) Maintain accountability for retirement points for all unit members.

(3) Maintain unit readiness in accordance with the commander's intent through the management of personnel, maintenance, supply, and training issues by—

(a) Coordinating, managing, and accomplishing actions necessary to ensure individual and collective training is planned, executed, and documented.

(b) Initiating and tracking all personnel actions for unit soldiers.

(c) Ensuring the continual maintenance of all unit equipment and facilities.

(d) Initiating and tracking all unit supply actions and maintaining property accountability at all levels.

(4) Coordinate, manage, and accomplish all aspects of band operations to ensure smooth execution of band commitments, to include transportation, food service, billeting, and site reconnaissance.

(5) Serve as the commander's full time representative to the community, other military units, and the band's higher headquarters.

(6) Maintain continuity of unit operations between training assemblies.

m. *United States Army Recruiting Command (USAREC) Band Liaison will:*

(1) Serve as the central POC between brigade band liaisons and CMF 97 career managers at PERSCOM, Army Band Propensity Office, and Commandant, USAESOM.

(2) Coordinate with USAESOM on matters pertaining to band recruiting issues and audition standards.

(3) Coordinate with CMF 97 career managers concerning mission status, progress, and issues.

(4) Assist DASBO in recruiting Army band officers.

(5) Advise Chief, Special Missions, and USAREC personnel on technical aspects of Army bands program.

(6) Serve as acting brigade liaison during their absence.

n. *United States Army Recruiting Command Brigade Liaisons will:*

- (1) Serve as central point of contact for all information concerning recruiting of band applicants for the entire brigade.
- (2) Serve as the subject matter expert on band recruiting issues for the Brigade CDR.
- (3) Plan, coordinate, and conduct presentations and auditions in support of recruiters in the recruiting of potential applicants for the Army Bands Career Program (ABCP).
- (4) Assist the USAREC Liaison in managing band recruiting mission issues.
- (5) Provide expert advice on trends and developments in the band recruiting field to their respective brigades and to HQ USAREC, in order to improve and update band recruiting procedures and policy.
- (6) Monitor accession rates and mission achievement numbers for the USAREC Band Liaison.

1–5. Missions of Army Bands

The mission of Army bands is to provide music to enhance unit cohesion and morale, to musically support military operations, and to promote patriotism and enhance awareness of the Army through public performances.

a. Information Operations (IO) (see glossary). Army bands provide support to IO and should be fully integrated into the commander's IO plans.

b. Secondary Missions. Direct Support Bands and General Support Bands are trained to perform secondary missions when the tactical situation so dictates as an augmentation of security operations for the command post (CP), or to augment perimeter security for enemy prisoner of war/civilian internee (EPW/CI) operations (see TRADOC Pam 525-13, paragraph 3-1a).

(1) The nature of either secondary mission is to augment local security forces, not to replace them as primary forces.

(2) Bands will assume a secondary mission when directed by their higher headquarters, normally the Division G1 or Chief of Staff. When performing their secondary mission, bands will continue to train and perform their musical mission to ensure rapid transition to performance of the primary mission.

(3) Primary mission capability (musical performance) is seriously degraded when musical training is deferred. During peacetime operations, the frequency of training for the augmentation mission should not reach the intensity that it degrades the unit's capability to provide musical support to the command. The band commander is responsible for recommending to the division commander or chief of staff the proper training time required for primary (musical) training.

(4) During wartime, bands continue to train and perform their musical support mission until the combat intensity reaches the point that the use of the band in a musical support role is impractical. As soon as the tactical situation permits, the band will resume the primary mission as directed by the next higher headquarters, normally the Division G1 or Chief of Staff.

c. Recruiting. All Army bands stationed in the U.S. or its possessions are assigned the mission of actively supporting Army recruiting efforts. Additionally, all bands are assigned the specific mission of directly supporting efforts to recruit military and civilian personnel for the Army Bands Career Program (ABCP) (see paragraph 1-4j(9) above).

d. Specific Missions.

(1) *Special Bands.* In addition to the primary mission assigned to all Army bands, Special Bands are assigned the following specific missions:

(a) The United States Army Band (TUSAB) is assigned to and supports the U.S. Army Military District of Washington (USAMDW) and provides musical support to DOD, The White House, and other civic and governmental agencies in the National Capital Region (NCR). TUSAB also represents the Army and the nation at major national and international events as directed by DOD and HQDA.

(b) The United States Army Field Band (TUSAFB) is under the operational control of the Chief of Public Affairs (C, PA), Office of the Secretary of the Army. TUSAFB presents national and international performances in support of community and international relations efforts as directed by DOD and HQDA.

(c) The United States Military Academy Band (USMAB) is assigned to and supports the US Military Academy as well as other military activities in its region. USMAB also presents performances for national and international events as directed by HQDA.

(d) The Old Guard Fife and Drum Corps (TOGFDC) is assigned to and supports USAMDW and provides support to DOD, The White House, and other civic and governmental activities in the NCR. TOGFDC also represents the Army and the nation at major national and international events as directed by DOD and HQDA.

(2) *General Support Bands.* General Support Bands will:

(a) Be employed to support multinational operations, to significantly strengthen the common spirit and pride of Americans, and to build a bond between U.S. forces and peoples of other nations. The band's role in information operations is to act as a non-threatening show of force and professionalism for the parent unit commander.

(b) Provide primary mission support for ceremonies, troop support functions, concerts, protocol functions, and religious ceremonies (see paragraph 2-3a(3) of this regulation).

(3) *Direct Support Bands.* Direct Support Bands will:

- (a) Be employed in support of the parent unit commander's intent as an integral part of information operations.
- (b) Serve as a combat multiplier for the commander by significantly affecting the morale, esprit de corps, and will-to-win of troops in its area of operations.
- (c) Provide support to counterpart-level coalition operations in the geographic location of the parent unit, as well as to build a bond between U.S. forces and peoples of other nations.
- (d) Provide support for ceremonies, troop support functions, concerts, protocol functions, and religious ceremonies (see paragraph 2-3a(3) of this regulation).

1-6. Command and Control of Army bands

Army bands are separate units commanded by an Army band officer (AOC 42C) or a warrant officer bandmaster (MOS 420C). In the absence of the band commander, the parent organization, installation, or activity commander will designate the executive officer or associate bandmaster (AOC 42C or MOS 420C only) to assume command. If one is not authorized, assigned, or available, the band senior sergeant will assume command per AR 600-20, chapter 2. If a band senior sergeant is not assigned or available, the senior NCO present for duty will assume command under the same authority.

1-7. Designation of Army bands

Army bands are designated as AG Corps units. Personnel assigned to Army bands and Army band activities will wear AG Corps insignia. Distinctive insignia and heraldic devices may be worn if authorized by HQDA.

1-8. Composition of Army bands.

- a. The grade and instrumental MOS structure of Army bands is established by TOE (for exceptions see paragraph 1-8b below), which vary according to mission. In order to provide equity in promotion opportunity, bands in the Active Army each require a unique grade and MOS combination which will be as prescribed by C, AB and reflected in applicable MTOE. This does not apply to Special Bands.
- b. The grade, strength, MOS, and equipment authorizations for the USAESOM, TOGFDC, and the Supreme Headquarters Allied Powers Europe (SHAPE) International Band are established by TDA.
- c. A "Flexible TOE" is used for assigning personnel to General Support Bands and Direct Support Bands of both the Active Army and RC. Because of the low-density of MOSs in bands, the "Flexible TOE" concept is necessary to provide adequate promotion opportunities. USAR bands refer to this regulation and to AR 140-158, para 3-11d(4).
 - (1) It is vital the concept of the "Flexible TOE" be understood and used by all Army bands. Questions regarding its use should be directed to the Proponency Office.
 - (2) Warrant officer positions in the MTO&E will be filled by a Warrant Officer Bandmaster (MOS 420C) regardless of grade. See Standards of Grade Tables in DA Pam 611-21 for further information.
 - (3) Enlisted soldiers are slotted against positions on the MTOE, regardless of grade and MOS, as long as the total number of soldiers at each rank does not exceed the total number of soldiers for that rank on the MTOE and the total number of soldiers in each MOS does not exceed the total for that instrument (MOS) in the band. The concept of the "Flexible-TOE" is reflected in a note on the Standards of Grade Tables in DA Pam 611-21 (see Tables 1-1 and 1-2 below).

Table 1-1
ENLISTED POSITIONS BY GRADE

DIRECT SUPPORT BANDS		GENERAL SUPPORT BANDS	
Grade	Number of Positions	Grade	Number of Positions
E8*	1	E9	1
E7	4	E8	7
E6	8	E7	13
E5	12	E6	19 (At ALO 2:16)
E4	15 (At ALO 2:14)	E5	23 (At ALO 2:19)
TOTAL	40 (At ALO 2:39)	TOTAL	63 (At ALO 2:56)

Notes:

* Position can be filled by E9.

Table 1–2
ENLISTED POSITIONS BY MOS

DIRECT SUPPORT BANDS			GENERAL SUPPORT BANDS		
MOS	Title	Number of Positions	MOS	Title	Number of Positions
02B	Trumpet	6	02B	Trumpet	10 (At ALO 2:8)
02C	Euphonium	2	02C	Euphonium	3 (At ALO 2:2)
02D	French Horn	3	02D	French Horn	5 (At ALO 2:4)
02E	Trombone	4	02E	Trombone	6 (At ALO 2:5)
02F	Tuba	3	02F	Tuba	3
02G	Flute	2	02G	Flute	3 (At ALO 2:2)
02H	Oboe	1	02H	Oboe	2
02J	Clarinet	6 (At ALO 2:5)	02J	Clarinet	8 (At ALO 2:7)
02K	Bassoon	1	02K	Bassoon	2
02L	Saxophone	4	02L	Saxophone	4
02M	Percussion	3	02M	Percussion	3
02N	Piano	2	02N	Piano	2
02T	Guitar	1	02T	Guitar	2
02U	Bass Guitar	1	02U	Bass Guitar	2
02Z	senior sergeant	1	02Z	Senior Sergeant	8
Total		40 (At ALO 2:39)	Total		63 (At ALO 2:56)

1–9. Distribution of Army bands

Army bands are distributed to (stationed at) installations and organizations in accordance with allocation rules as determined by DA. See Table 1-3 below for the current distribution of Army bands.

Table 1–3
DISTRIBUTION OF ARMY BANDS

DESIGNATION	COMMAND
ACTIVE ARMY	
SPECIAL BANDS:	
The U.S. Army Band (Pershing's Own), Fort Myer, VA	MDW
The U.S. Army Field Band, Fort Meade, MD	MDW
U.S. Military Academy Band, West Point, NY	USMA
The Old Guard Fife and Drum Corps, Fort Myer, VA	MDW
GENERAL SUPPORT BANDS:	
33 rd Army Band, Germany	USAREUR
50 th Army Band, Fort Monroe, VA	TRADOC
214 th Army Band, Fort McPherson, GA	FORSCOM
DIRECT SUPPORT BANDS:	
1 th Armored Division Band, Germany	USAREUR
1 th Cavalry Division Band, Fort Hood, TX	FORSCOM
1 th Infantry Division Band, Germany	USAREUR
2 nd Infantry Division Band, Korea	EUSA
3 rd Infantry Division Band, Fort Stewart, GA	FORSCOM
4 th Infantry Division Band, Fort Hood, TX	FORSCOM
8 th U.S. Army Band, Korea	EUSA
9 th Army Band, Fort Wainwright, AK	USARPAC
10 th Mountain Division Band, Fort Drum, NY	FORSCOM
25 th Infantry Division Band, Schofield Barracks, HI	USARPAC
36 th Army Band, Fort Huachuca, AZ	TRADOC
56 th Army Band, Fort Lewis, WA	FORSCOM
62 nd Army Band, Fort Bliss, TX	TRADOC
76 th Army Band, Germany	USAREUR
77 th Army Band, Fort Sill, OK	TRADOC
82 nd Airborne Division Band, Fort Bragg, NC	FORSCOM
98 th Army Band, Fort Rucker, AL	TRADOC
101 th Airborne Division Band, Fort Campbell, KY	FORSCOM
113 th Army Band, Fort Knox, KY	TRADOC
282 nd Army Band, Fort Jackson, SC	TRADOC
283 rd Army Band, Fort Benning, GA	TRADOC
296 th Army Band, Camp Zama, Japan	USARPAC
323 rd Army Band, Fort Sam Houston, TX	MEDCOM
389 th Army Band, Aberdeen, MD	AMC
392 nd Army Band, Fort Lee, VA	TRADOC

Table 1-3
DISTRIBUTION OF ARMY BANDS—Continued

DESIGNATION	COMMAND
399 th Army Band, Fort Leonard Wood, MO	TRADOC
434 th Army Band, Fort Gordon, GA	TRADOC

OTHER MUSICAL ACTIVITIES:

U.S. Army Element, School of Music, Norfolk, VA	TRADOC
SHAPE International Band, Mons, Belgium	SHAPE

RESERVE COMPONENT

ARMY RESERVE BANDS

70 th Division Band, Livonia, MI	88 th RSC
78 th Division Band, Edison, NJ	77 th RSC
80 th Division Band, Richmond, VA	99 th RSC
84 th Division Band, Milwaukee, WI	88 th RSC
85 th Division Band, Arlington Heights, IL	88 th RSC
91 th Division Band, Dublin, CA	63 rd RSC
94 th Army Band, East Windsor, CT	94 th RSC
95 th Division Band, Oklahoma City, OK	90 th RSC
98 th Division Band, Rochester, NY	77 th RSC
100 th Division Band, Fort Knox, KY	81 th RSC
104 th Division Band, Vancouver, WA	70 th RSC
108 th Division Band, Charlotte, NC	81 th RSC
300 th Army Band, Bell, CA	63 rd RSC
307 th Army Band, Norristown, PA	99 th RSC
312 th Army Band, Lawrence, KS	89 th RSC
313 th Army Band, Birmingham, AL	81 th RSC
319 th Army Band, Flushing, NY	77 th RSC
338 th Army Band, Whitehall, OH	88 th RSC
451 th Army Band, Fort Snelling, MN	88 th RSC

ARMY NATIONAL GUARD BANDS

13 th Army Band, North Miami, FL	FLARNG
23 rd Army Band, West Jordan, UT	UTARNG
25 th Army Band, Boise, ID	IDARNG
28 th Infantry Division Band, Holidaysburg, PA	PAARNG
29 th Infantry Division Band, Roanoke, VA	VAARNG
34 th Army Band, Fairfield, IA	IAARNG
34 th Infantry Division Band, Rosemont, MN	MNARNG
35 th Infantry Division Band, Olathe, KS	KSARNG
38 th Infantry Division Band, Indianapolis, IN	INARNG
39 th Army Band, Manchester, NH	NHARNG
40 th Army Band, Colchester, VT	VTARNG
40 th Infantry Division Band, Los Alamitos, CA	CAARNG
41 th Army Band, Jackson, MS	MSARNG
42 nd Infantry Division Band, Freeport, NY	NYARNG
43 rd Army Band, Lincoln, NE	NEARNG
44 th Army Band, Albuquerque, NM	NMARNG
49 th Armored Division Band, Austin, TX	TXARNG
63 rd Army Band, Sea Girt, NJ	NJARNG
67 th Army Band, Cheyenne, WY	WYARNG
73 rd Army Band, Charlotte Amalie, VI	VIARNG
88 th Army Band, East Greenwich, RI	RIARNG
101 th Army Band, Buckley ANG Base, CO	COARNG
102 nd Army Band, Bristol, CT	CTARNG
106 th Army Band, Little Rock, AR	ARARNG
108 th Army Band, Phoenix, AZ	AZARNG
111 th Army Band, Pearl City, HI	HIARNG
116 th Army Band, Ellenwood, GA	GAARNG
122 nd Army Band, Rickenbacker Airport, OH	OHARNG
126 th Army Band, Wyoming, MI	MIARNG
129 th Army Band, Nashville, TN	TNARNG
132 nd Army Band, Madison, WI	WIARNG
133 rd Army Band, Tacoma, WA	WAARNG
135 th Army Band, Springfield, MO	MOARNG
144 th Army Band, Springfield, IL	ILARNG
145 th Army Band, Oklahoma City, OK	OKARNG
147 th Army Band, Mitchell, SD	SDARNG
151 th Army Band, Montgomery, AL	ALARNG
156 th Army Band, Bossier City, LA	LAARNG
188 th Army Band, Fargo, ND	NDARNG
195 th Army Band, Bangor, ME	MEARNG
199 th Army Band, Peekskill, NY	NYARNG

Table 1–3
DISTRIBUTION OF ARMY BANDS—Continued

DESIGNATION	COMMAND
202 nd Army Band, Frankfort, KY	KYARNG
215 th Army Band, Fall River, MA	MAARNG
229 th Army Band, Baltimore, MD	MDARNG
234 th Army Band, Portland, OR	ORARNG
246 th Army Band, Columbia, SC	SCARNG
248 th Army Band, San Juan, PR	PRARNG
249 th Army Band, Morgantown, WV	WVARNG
257 th Army Band, Washington, DC	DCARNG
276 th Army Band, Philadelphia, PA	PAARNG
287 th Army Band, Wilmington, DE	DEARNG
440 th Army Band, Morrisville, NC	NCARNG

Chapter 2 Operations

Section I

Performance Standards, Commitment Criteria, Authorized Participation, and Prohibited Participation

2–1. Performance Standards

Army bands are among the most visible and effective builders of esprit de corps and cohesion and serve to enhance the Army's public image. Members of Army bands must therefore demonstrate the highest professional performance and appearance standards to best represent the Army and serve the nation. The following performance standards apply:

a. No Army band will perform under conditions that would discredit or embarrass the United States or the Army. The person in charge of a band formation has the authority to withdraw the unit's participation if a violation is evident on arriving at the performance site. Since withdrawing participation may result in public criticism, such action should be used judiciously, with maximum discretion and diplomacy. All means to resolve the conflict must be exhausted before withdrawing.

b. When selecting music for performance, band commanders will ensure the music and lyrics to be performed are in good taste and not offensive to the audience. Music that runs counter to the Army's values will not be performed at any time.

c. Bands will not perform in any manner or style which has the potential to unnecessarily injure performers or damage equipment, for example, performing on musical instruments while running. Performing outdoors during electrical storms or in other severe weather or climactic conditions is potentially dangerous to bandmembers, will result in substandard performance, and can render instruments inoperable or in need of extensive and costly repairs (see FM 12-50, paragraph 4-10 thru 4-12).

(1) Rain can severely damage woodwind and percussion instruments and presents a serious safety hazard for electronic instruments, sound reinforcement systems, and other electrical equipment.

(2) At or below the freezing point, as determined by temperature or wind chill, there is a great potential for personal injuries. Brass, electronic, and woodwind instruments will cease to function properly, if at all, and serious damage to instruments is inevitable.

d. Members of Army bands will perform in uniform. Exceptions for portions of special performances (for example, costumes for holiday concerts) may be granted by the band's committing officials as long as the dignity inherent in being a soldier is maintained and the audience is fully aware an Army band is performing. CTA 50-900 authorizes distinctive uniforms, and appropriated funds will be used to pay for altering such uniforms for proper fit.

e. Since many band MOSs are low density, mission-inhibiting shortages can occur due to schooling, parity of assignments, and other factors. Bands with severe personnel shortages or technical deficiencies will not participate in public events. Army band officers, warrant officer bandmasters, or, in the absence of either, band senior sergeants are the only personnel authorized to determine if mission-inhibiting shortages exist. They will immediately apprise committing officials of the situation.

f. All activities (Active Army and RC) authorized bands are responsible for identifying non-CMF 97 buglers and drummers to perform in military funerals, memorial services, drill and ceremonies training, and other musical events. Such personnel will be trained by the band commander and detailed for performances, according to their abilities, on a duty roster basis.

g. Army bandmembers must adhere to all Federal copyright laws.

(1) AR 27-60, paragraph 4-1 states "As a general rule, copyrighted works will not be reproduced, distributed, or performed without the permission of the copyright owner unless such use is within an exception under United States Copyright Law, Title 17, United States Code, or such use is required to meet an immediate, mission-essential need for which non-infringing alternatives are either unavailable or unsatisfactory."

(2) The DA Staff Bands Office is responsible for assisting Army bands and band activities and coordinating with the Intellectual Property Counsel of the Army, when necessary, on issues regarding copyright law. Extensive written guidance is available from the Staff Bands Office upon request. The full U.S. Copyright Law (Title 17, United States Code) can be viewed or downloaded from http://uscode.house.gov/title_17.htm.

2-2. Commitment Criteria

The installation, division, or MACOM commander responsible for a band will decide what events are “official” and entitled to band support before committing the band. Among others, those that promote morale and esprit de corps of the entire military population, advance the mission and roles of the Army, support recruiting, or improve community relations may be designated “official” (see AR 360-61, paragraph 6-6, and “Official DOD Event (Function)” in the Glossary of this regulation). Commanders are not authorized to declare an event, or any portion of it, “official” if the sole purpose in doing so is to reduce the cost of a social event to participants. The following commitment criteria apply:

a. Band commanders will advise committing officials as to the policies and procedures in this regulation, AR 360-61, paragraph 6-6, and AR 600-25. Committing officials will ensure all performance requests comply with these policies prior to obligating band support.

b. Band performances outside normal community relations support areas will be coordinated through public affairs channels to the Office of the Chief, Public Affairs (OCPA). This applies to all tours regardless of the sponsoring agency or activity, or the source of funding. International tours require DOD approval. Tours and performances OCONUS that support internal concerns of a unified or specified command using in-theater assets are exempt from this requirement.

c. Active Army bandmembers performing at official events during normal off-duty hours will be compensated with time off during regular duty hours. RC bandmembers who perform at official events during non-scheduled training periods should be placed on active duty with pay and allowances.

d. Committing officials will ensure local recruiters are informed of and invited to all band performances in the US civilian community.

e. Committing officials will ensure band travel in military buses (school type) will be limited to the immediate area. Over-the-road buses (commercial type) will be used to transport band personnel for distances more than 75 road miles (one-way) or when required to ensure mission success. If there are recurring requirements to use over-the-road buses and they are not available the installation will contract for these services.

f. Army bands will not normally participate for more than three days for an event. This is intended to ensure proper use of Army personnel and resources. Additionally, no event will receive support from more than one DOD musical organization from any service without prior approval of the Office of the Assistant Secretary of the Army, Public Affairs (OASA(PA)).

g. To ensure proper instrumental balance and mission effectiveness, Active Army bands are authorized to take block leave as a unit. Committing officials will not commit bands during periods of block leave (see AR 600-8-10, paragraph 2-2c(5)). In order to permit individual and collective retraining after a block leave period, committing officials will normally not approve performance requests for 2-3 days following the block leave period. In order to permit supported activities to adjust their schedules, committing authorities should designate the block leave period at least six months in advance. Installations are encouraged to coordinate with their SBO or C,AB to host annual training by a RC band during their band’s summer block leave period (see paragraph 3-7c of this regulation). This coordination should occur at least one year before the projected block leave period.

h. Band commanders will closely monitor PMOS bugler (PMOS 02B) and drummer (PMOS 02M) support of official functions (including funerals and “dry runs” for routine ceremonies) to ensure the concert, marching, or stage band ensembles have the proper instrumental balance necessary for musical training and performing effectiveness.

i. Programming, budgeting, and financing for authorized participation in community relations events are normally the responsibility of the MACOM or agency being supported. Additionally, Army bands may support community relations events in which there is no additional cost to the government and events in which the government is reimbursed by the event sponsors (see AR 360-61, paragraph 2-4c).

j. Approved participation will be withdrawn if later coordination reveals the band’s appearance will violate policy, endanger the participants, damage equipment, or associate the Army with activities that might discredit the Nation (see paragraph 2-1b/c above).

k. Army musicians may attend music conferences or seminars for professional development and may perform non-traditional music as part of these programs.

2-3. Authorized Participation

Army bands may participate in—

a. Official military functions, whether on or off the military installation (see AR 360-61, paragraph 6-6a). For example—

(1) Military ceremonies, to include those supporting other federal agencies (see AR 360-61, paragraph 6-6b).

(2) Tours. For general guidance on tours, see paragraph 2-2b above and AR 360-61, paragraph 6-3b.

(3) Worship services. Army bands may support the installation or activity commander's religious programs and perform at officially designated command memorial ceremonies, military funerals, prayer breakfasts, special religious observances, or other official events which may have religious content (see TRADOC Pam 525-13, paragraph 3-2b(5)). Bands or band elements will not be committed to support religious activities which selectively benefit, or appear to selectively benefit, any one specific religious group or organization, except in tactical situations. Bandmembers will not be required to actively participate in any portion of the religious observance (to include praying, participating in responsive readings, or singing hymns) that is not part of the band's official portion of the program.

(4) Other events on military installations and sponsored by the military such as physical training and sports events, open houses, Army Birthday celebrations, organization days, dedications of official government facilities, and annual branch-specific celebrations.

(5) Free social and entertainment activities sponsored by the military, held on or off military installations, and conducted for the benefit of military personnel and their guests. These may include functions for which a charge is levied to defray expenses for food, beverages, and other incidental expenses. See AR 360-61, paragraph 6-6g for further information.

b. Official civil ceremonies and functions, sponsored and conducted by federal, state, and municipal governments, to include inaugurals, dedications of public buildings and projects, ceremonies for officially invited governmental visitors, and convening of legislative bodies. See AR 360-61, paragraph 6-6b for further information.

c. Parades and ceremonies incidental to gatherings of personnel of the Armed Forces, veterans, and patriotic organizations. See AR 360-61, paragraph 6-6c for further information.

d. Civic or community-sponsored parades, rallies, and concerts that further community relations, support recruiting programs, or celebrate a national holiday. Regardless of sponsorship, certain events attract crowds to the local business district. When evaluating requests for support to such events, commanders must determine if the sponsor is cooperating with the spirit and intent of the foregoing policy, and if the event will benefit the Army (see AR 360-61, paragraphs 6-6d and 6-7d(2)).

e. Civilian-sponsored social, civic, and cultural events, if the musical participation is limited to patriotic or military music (see AR 360-61, paragraph 6-6e, and "Patriotic Music" in the Glossary of this regulation). The most frequent examples of this type of authorized support are patriotic (military) programs (see "Patriotic/Military Program" in the Glossary).

f. Ceremonies, demonstrations, and other public activities that support military recruiting, official U.S. Army Cadet Command activities, or physical fitness programs (see AR 360-61, paragraph 6-6f).

g. Sports events, if they fall within the conditions listed in AR 360-61, paragraph 6-6h. Activities other than those described in that paragraph require the approval of the Office of the Assistant Secretary of Defense (OASD(PA)) and requests must be forwarded through channels to OCPA.

h. Activities in shopping centers and malls, as authorized by the local commander, to support recruiting. The primary purpose must be to gain attention in order to attract visitors to the recruiting display and must not act as a way to increase business or otherwise reflect unfavorably on the Army (see AR 360-61, paragraph 6-6i; and paragraph 2-3k below)..

i. Performances and band skill clinics or demonstrations in public and private schools and universities. USAREC and ARNG recruiting personnel will be invited to attend performances at the high school and post-secondary levels.

j. Fund-raising events. AR 360-61, paragraph 12-2 specifies what specific fund-raising activities Army bands may support.

k. Commercial events. Bands may be authorized to perform at some events sponsored by a commercial enterprise, to include major commercial sports events. Such support may only be authorized when there is very little probability that the band's presence will increase the audience size, when the event would occur without the band's performance, where the band support is patriotic or military in nature, where band support does not selectively benefit the commercial activity of the sponsor, and where the band's presence will serve to enhance the positive image of the Army.

l. Unofficial off-duty events. Bandmembers may perform at on-post or off-post events that are not entitled to official band support and may do so with or without remuneration (an example of this would be a wedding reception or a private organization luncheon) provided they—

(1) Do so on their off-duty time and do not receive compensatory time off.

(2) Adhere to proper standards of conduct (DOD Directive 5500.7) and local off-duty employment policy.

(3) Do not interfere with the customary or regular employment of local civilian musicians (see Title 10, United States Code (USC), Section 974 in Appendix B, Section II of this regulation). Local commanders will investigate all interference complaints and, if verified, will instruct the persons involved not to return to that specific place of employment. If compensated, pay will be on a wage scale mutually satisfactory to the employer and the musician providing the services.

(4) Do not use government equipment in the preparation or execution of the event, nor government facilities in the preparation for the event (see DOD 5500.7-R, Joint Ethics Regulation).

(5) Do not appear in uniform or represent themselves officially as Army bandmembers or as an Army band performing group.

2-4. Prohibited Participation

Army bands are specifically prohibited from participating in the following:

- a. Luncheons, dinners, receptions, or dances, held in the public domain and sponsored by other than military or official Government personnel, where Army musicians on official duty are expected to provide background, dinner, or dance music (see AR 360-61, paragraph 6-7a).
- b. Political meetings, ceremonies and like events, whether on or off the installation (see AR 360-61, paragraph 2-3a.)
- c. Public programs held away from a military installation where the band is expected to perform back-up support for other entertainers, unless the band performs as a featured participant and has received a waiver from the American Federation of Musicians.
- d. Events, other than those authorized by paragraph 2-3j/k above, for which there is an admission or other fee imposed.
- e. Events, other than normal military commitments, for which band participation would selectively benefit or appear to selectively benefit any person, group, or corporation. This applies to all affiliations (profit, nonprofit, religious or quasi-religious, sectarian, ideological, fraternal, political, or commercial).
- f. Motion picture premieres or regular movie presentations, fashion shows, or similar events sponsored or conducted for the sole benefit of commercial interests (see AR 360-61, paragraph 6-7d(2); and paragraph 3-2d above).
- g. Parades (such as Christmas parades) sponsored primarily to support the commercial aspects of a holiday or event (see AR 360-61, paragraph 6-7d(2); and paragraph 3-2d above)
- h. Civilian-sponsored beauty contests or pageants and similar events (see AR 360-61, paragraph 6-7c).
- i. Events that are solely designed to stimulate sales or increase commercial business (see paragraph 3-2k above, and AR 360-61, paragraph 2-3f).

Section II

Ceremonial Music Performance Standards, Requests to Designate Unit Songs, and Recordings

2-5. Ceremonial Music Performance Standards

Since ceremonial music frequently accompanies military formations and official ceremonies, military custom and public law have established standards pertaining to its performance. Ceremonial music will be performed at the position of attention, as modified to allow the use of musical instruments. In addition, the official standards of performance of the most frequently performed ceremonial musical compositions follow:

a. *The National Anthem.* The Act of 3 March 1931 (Title 36, USC, Section 170) designated the “Star Spangled Banner” as the National Anthem of the United States of America. Title 36, USC, Section 171 specifies general conduct during playing of the National Anthem, and DOD Instruction (DODI) 1005. 4 specifies policy for its performance. All Army bands will—

(1) Use the official arrangement of the “Star Spangled Banner” as published by the U.S. Navy (see FM 12-50, figure A-2). Band commanders may use other arrangements more appropriate for the instrumentation of ensembles, as long as they are written and performed in a manner that respects the dignity and purpose of the National Anthem as typified by the official arrangement.

(2) Perform the National Anthem of the United States last when a foreign national anthem or anthems are performed.

(3) Not repeat the National Anthem during a ceremony. Substitute “To the Color” when honors must be given to the national color more than once during a ceremony. The circumstances of the event dictate whether the National Anthem or “To the Color” is played first. If, in the course of any ceremony, it is required that honors to the President of the United States be performed more than once, “Hail to the Chief” may be used interchangeably with “The Star-Spangled Banner”.

(4) Not include the National Anthem in any musical arrangement, composition, or medley.

b. *Foreign National Anthems.* DOD Instruction 1005.4 specifies performance of foreign national anthems. Army bands will—

(1) Use only the DOD approved versions of foreign national anthems. DOD approved versions and errata sheets may be obtained from: Anthems NCO, The United States Army Band, Fort Myer, VA 22211-5050; DSN: 226-3648; Com: (703) 696-3648; (fax: 2783); e-mail: anthems@fmmc.army.mil.

(2) Keep their national anthem files current and post all errata entries.

(3) Contact the Anthems NCO, TUSAB (see paragraph 2-5b(1) above) before performing any foreign anthem for verification of version, current performance practices, and interpretation.

(4) Perform multiple foreign national anthems in the alphabetical order of the nations' names as spelled in English. Adaptations may be made for local practice when on foreign soil.

(5) Accord them the same honor and courtesies as the U.S. National Anthem.

c. *"Hail to the Chief."* This traditional selection is a musical tribute to the President of the United States. It will not be used as a tribute to other dignitaries nor for any other purpose. DOD Instruction 1005.4 specifies performance of "Hail to the Chief." Army bands will—

(1) Use only the DOD authorized arrangement of "Hail to the Chief" (see FM 12-50, figure A-5).

(2) Accord it the same honor and courtesies as the U.S. National Anthem.

(3) Use "Hail to the Chief" interchangeably with the U.S. National Anthem if honors to the President of the United States must be presented more than once during a ceremony.

(4) When specified by the President, Secretary of State, Director of the United States Secret Service, or other authorized representative, use the music as a signal for the President and his immediate party to move to or from their places while all others stand fast.

d. *"Hail Columbia."* This traditional selection is a musical tribute to the Vice President of the United States. Army bands will—

(1) Use only the DOD authorized arrangement of "Hail Columbia" (see FM 12-50, figure A-6).

(2) Accord it the same honor and courtesies as the U.S. National Anthem.

e. *"To the Color."* If an Army band is not present, smaller musical units, trumpeters, or buglers may substitute "To the Color" (see FM 12-50, figure A-1) for the U.S. National Anthem. "To the Color" will be used when honors must be given to the national color more than once during a ceremony. The circumstances of the event dictate whether the National Anthem or "To the Color" is played first. "To the Color" will be given the same honor and courtesies as the U.S. National Anthem.

f. *The Army Song.* The official song of the United States Army is "The Army Goes Rolling Along" (see FM 12-50, figures A-9/A-10), known informally as the Army Song. Army personnel will stand at attention whenever "The Army Goes Rolling Along" is performed. It may be played during parades, ceremonies, formations, and other official or semi-official affairs throughout the Army. It will not be played to exclusively represent the Field Artillery or any other branch of the Army. Further—

(1) Army bands will perform "The Army Goes Rolling Along" in a fashion that respects the dignity and purpose of the official song of the United States Army.

(2) The dignity and respect due "The Army Goes Rolling Along" does not permit its use in inappropriate or indiscriminate programming. The Army Song should not be played when it is awkward to stand (for example, during a meal, or when spectators or participants are entering, exiting, or participating in an event).

(3) Commanders of Army bands will ensure any fanfare or medley including the Army Song enhances its presentation and maintains the decorum due the Army's official song. When practical, "The Army Goes Rolling Along" will be preceded by an invitation for the audience to stand along with Army personnel in recognition of this service song.

g. *Songs of other services.* The following guidance will be followed in the performance of the official songs of the Armed Forces of the United States:

(1) Other service songs will be accorded the same courtesies extended to "The Army Goes Rolling Along," as stated in paragraph 2-5f.

(2) IAW DOD Directive 1005.8, the order of performance (see paragraph 2-5g(3) below) for service songs is:

(a) Army: "The Army Goes Rolling Along."

(b) Marine Corps: "The Marine's Hymn."

(c) Navy: "Anchors Aweigh."

(d) Air Force: "Official U.S. Air Force Song."

(e) Coast Guard: "Semper Paratus."

(3) The normal method of performing service songs will be in the above order. However, certain occasions may call for the order to be reversed, such as in a medley featuring "The Army Goes Rolling Along" as the finale. This is authorized as long as the relative order of songs is maintained. Only medleys containing the service songs in an approved order of precedence will be performed by Army bands.

(4) In cases where not all services are represented (tri-service commands, as an example) it is permissible to omit the songs of the services not represented. The remaining service songs will be performed in their order of precedence.

h. *"Taps."* "Taps" (see FM 12-50, figure A-34) is the bugle call sounded in the evening to signal that unauthorized lights are to be extinguished. "Taps" is also rendered as honors at military funerals and memorial services. As such, it must always be treated with an appropriate sense of dignity. "Echo Taps" or "Silver Taps," the practice of performing "Taps" with multiple buglers, is not authorized. "Echo Taps" is not a part of Army tradition and improperly uses bugler assets.

i. *"Ruffles and Flourishes,"* the "General's March," and other ceremonial musical compositions and their performance standards can be found in FM 12-50, appendix A.

2-6. Requests to Designate Unit Songs

Unit commanders may adopt official songs for their organizations.

a. After complying with federal copyright laws (see paragraph 2-1f above), unit commanders will forward their song to the DASBO for technical review. DASBO will review the song for musical correctness and, if approved, will forward it to The Center of Military History, HQDA (DAMH-FPO), 103 Third Avenue, Fort McNair, D.C. 20319-5058, DSN 325-2735, which will determine if the song is historically appropriate for the unit. Once a unit song has been approved, it will not be approved for another organization unless that organization proves the song has been associated with it for thirty years or more.

b. Only one organizational song will be adopted by a regiment organized under the United States Army Regimental System (USARS), and commanders of elements of the regiment should coordinate their selection and mutually agree upon a single song for it.

c. TUSAB will maintain copies of approved organizational songs. To obtain copies, Army band activities should contact the TUSAB Librarian (see paragraph 2-5b(1) above).

2-7. Recordings

a. *Releases for free public distribution.*

(1) The production and free release to the public of recordings by Army bands, to include both audio and audio-visual products, is authorized provided recordings comply with Federal copyright laws (see paragraph 2-1g above).

(2) To ensure uniform quality control, the production and free release to the public of recordings by other than Special Bands is authorized only on a case-by-case basis. Active Army and RC commanders will record the proposed music in-house and submit it, along with the proposed use and the source of funding for the recording, to the DASBO for approval prior to proceeding with the project. Bands are encouraged to contact the DASBO prior to beginning a recording project to ensure the proposed project meets approval criteria. Recordings will comply with Federal copyright laws (see paragraph 2-1g above).

(3) Recordings may be distributed to:

- (a) Sponsors of Army band performances for use in advertising band concerts.
- (b) Senior military and civilian dignitaries.
- (c) Centers of influence such as reference libraries.
- (d) Recruiters to aid in recruiting prospective Army band members.
- (e) Other military bands and band members for use as a training aid.
- (f) Other military units for ceremonial use.
- (g) Music educators for use as a training aid and potential recruiting tool.

b. *Releases for sale.* Per Title 10, USC, Section 349, only Special Bands are authorized to produce recordings for commercial sale (see Appendix B, Section II of this regulation). Proposals for such recordings will be submitted to DASBO for processing through the Office of the Chief, Public Affairs, and the Office of the Assistant Secretary of Defense (Public Affairs).

Chapter 3 Personnel

Section I

Selection and Qualification of Army Bands Career Program (ABCP) Personnel

3-1. Army band officer

To become an Army band officer one must:

- a. Possess a baccalaureate or advanced degree in music.
- b. Comply with the Army band officer application procedures, issued by DASBO, which establishes technical qualifications and delineates application procedures.
- c. Be deemed fully qualified by the Army Band Commissioned Officer Examining Board/Officer Candidate Board to serve capably in all elements of the ABCP and be recommended to CG, PERSCOM for accession and designation as an Army band officer.

3-2. Warrant officer bandmaster

To become a warrant officer bandmaster one must:

- a. Have served a minimum of five years in an Army band in a CMF 97 PMOS, be at least a sergeant (E5) on the standing promotion list for staff sergeant (E6), be a BNCOC graduate, and be capable of scoring a 2.9 or better on an instrumental audition in their PMOS to achieve course standards.

b. Comply with the application procedures for warrant officer bandmaster, issued by C, AB, which establishes technical qualifications and delineates application procedures.

3-3. Enlisted bandmember

a. Candidates for enlistment into the ABCP must meet requirements as set forth in AR 611-1 and AR 614-200 and must pass an audition. Audition material and qualifying scores for all MOSs, except 02S (see paragraph 3-3b), will be prescribed and announced by the Commandant, USAESOM. Successful applicants will enlist under the Army Civilian Acquired Skills Program (ACASP) (see AR 601-210, and the Glossary of this regulation). Upon being awarded the 02-series PMOS, they become members of the ABCP (see AR 614-200, chapter 6). Soldiers who hold a PMOS in other than CMF 97 may join the ABCP through supervised on-the-job training (SOJT) as described in paragraph 3-6c below.

b. Selection of an individual for assignment to a Special Band will be based on the needs of the band and the applicant's qualifications. Commanders of Special Bands have the authority to select individuals for their organizations. Whenever MOS 02S is withdrawn, the affected soldier will be reclassified and reassigned.

c. Selection for duty with a General Support Band will be based on an authorized vacancy and the individual possessing ASI C1 (see AR 611-1). The Commandant, USAESOM will award and withdraw ASI C1. Audition material and qualification and recertification procedures will be prescribed and announced by the Commandant, USAESOM. Whenever ASI C1 is withdrawn from a soldier in a General Support Band, the soldier will be reassigned.

d. Soldiers may be involuntarily reclassified from an 02-series MOS and from the ABCP for failure to maintain instrumental proficiency, disqualifying physical defects, or for disciplinary reasons which result in the soldier no longer being able to satisfactorily perform required duties (see AR 614-200, Chapter 6).

Section II Training

3-4. Army Band Officer Training

Army band officers must maintain a professional level of military and musical proficiency. They are encouraged to continually develop and improve their military and musical qualifications through institutional training and self-development as delineated in DA Pamphlet 600-3. Facets of this improvement include:

- a. Officer leader development through the Officer Education System.
- b. Completion of a specialty-related graduate degree.
- c. Enrollment in civilian institutions for training, such as conducting, arranging, and instrumental techniques (see AR 621-108).
- d. Attendance and/or participation in military and civilian professional and educational band clinics, workshops, and conferences.
- e. Completion of Army correspondence courses as listed in DA Pam 351-20.
- f. Training With Industry (TWI) and fellowships.

3-5. Army Warrant Officer Bandmaster Training

Army warrant officer bandmasters must maintain a professional level of military and musical proficiency. They are encouraged to continually develop and improve their military and musical qualifications through institutional training and self-development as delineated in DA Pamphlet 600-11. Facets of this improvement include:

- a. Leader development through the Warrant Officer Education System (WOES) (see AR 611-1).
- b. Completion of a specialty-related Associate degree. (This is a minimum Army-wide requirement. Completion of higher-level college training is encouraged.)
- c. Enrollment in civilian institutions for training, such as conducting, arranging, and instrumental techniques (see AR 621-108).
- d. Attendance and/or participation in military and civilian professional and educational band clinics, workshops, and conferences.
- e. Completion of Army correspondence courses as listed in DA Pam 351-20.
- f. Training With Industry (TWI) and fellowships.

3-6. Army Bandmember Training

- a. *Basic training (BT)*. All personnel who enlist for the ABCP must complete BT.
- b. *Advanced Individual Training (AIT)*.

(1) *Active duty AIT*. After graduating from BT, all Active Army soldiers who have enlisted for the ABCP, except those who are being assigned to a Special Band, will attend AIT at the Armed Forces School of Music. Special Band members will not attend AIT and will report to their band directly from BT. Technical proficiency requirements for AIT completion will be prescribed and announced by the Commandant, USAESOM. There are no waivers for non-02S soldiers, although those with exceptional qualifications may be permitted to complete training on an accelerated schedule. Soldiers will be awarded the appropriate PMOS upon graduation.

(2) *Reserve Component Army Band Familiarization Training (AIT equivalent)*. RC soldiers will train with an Active Army band for a period specified by applicable regulations, normally immediately after completion of BT (see paragraph 3-6b(2)(a) below). The trainee's RC band will coordinate the training dates with the Active Army band to preclude problems with billeting and to ensure the Active Army band is not taking block leave during the period of training. The Active Army band commander will provide individual instrumental lessons, and training in marching band, concert band, and stage band and/or popular music idiom group for applicable instruments (see FM 12-50, paragraph 5-5). Training will be at the expense of the ARNG/USAR. The soldier will be awarded the appropriate PMOS by their respective RC command upon satisfactory completion of training (see AR 601-210, paragraph 7-11).

(a) ARNG may allow split option training on a case-by-case basis. This policy does not affect that option. An RC band trainee may complete basic training during one Initial Active Duty for Training (IADT) session and be awarded a CMF 97 PMOS with skill level "0." These soldiers may perform in their assigned bands, but must complete MOS certification and receive a skill level "1" through Army Band Familiarization Training (see 3-6b(2) above) during a later IADT session. No bandmember will be considered MOS-qualified who has not met the requirements of this paragraph.

(b) Active Army band commanders will inform the gaining unit commander and the FORSCOM SBO, in writing, of the number of training hours the individual received in each of the areas stated in paragraph 3-6b(2)(a) above and the active Army band commander's assessment of the ARNG/USAR bandmember's skill in each area. He will make a recommendation for the soldier's continued performance in the CMF 97 MOS or for reclassification. Reclassification recommendations will specify the reasons for this action.

c. *Supervised On-the-Job Training (SOJT) (see AR 611-1)*.

(1) *Active Army*. Enlisted soldiers who hold a PMOS in other than CMF 97 may be accepted for SOJT as an Army bandmember if an Army-wide shortage exists in the CMF 97 MOS corresponding to the instrument played. Band commanders will verify shortage MOS with the CMF 97 Career Manager at U.S. Total Army Personnel Command (PERSCOM). Soldiers will be assigned or attached to an Active Army band for a period of at least 120 days. Personnel who score a minimum of 2.3 on an instrumental audition, as prescribed and announced by the Commandant, USAESOM, are recommended by the bandmaster, and desire a CMF 97 PMOS, must complete AIT at the USAESOM prior to award of a CMF 97 PMOS.

(2) *Reserve Components*. Enlisted soldiers who hold a PMOS in other than CMF 97 may be accepted for SOJT as an Army bandmember after scoring a 2.3 on an instrumental audition, as prescribed and announced by the Commandant, USAESOM. The PMOS will be awarded upon recommendation of the band commander verifying that the soldier can meet all technical requirements and perform the duties of the MOS for that soldier's grade as outlined in AR 611-1. If, after being awarded the PMOS, a soldier later fails to successfully perform these duties, the PMOS will be withdrawn upon recommendation of the band commander and the soldier will be transferred to a unit in which he is, or can become, MOS-qualified IAW applicable regulations. See AR 140-158, chapter 2 and AR 611-1 for details on the SOJT process in the USAR.

d. *The Noncommissioned Officer Education System (NCOES)*. The objectives of Army band NCOES are to improve the musical and military proficiency of Army bands and to prepare enlisted soldiers for increased positions of leadership and responsibility. Members of Special Bands are exempt from NCOES requirements. All other Army bandmembers will attend the following NCOES professional development courses as they progress through the ranks:

(1) *Primary Leadership Development Course (PLDC)*. This course prepares soldiers in the rank of specialist for assuming leadership positions normally filled by NCOs. Completion of PLDC is required for promotion to sergeant and prior to attendance at BNCOC. This is a branch immaterial course; there is no technical track.

(2) *Basic Noncommissioned Officer Course (BNCOC)*. BNCOC prepares sergeants to assume section leader and squad leader duties. Completion of BNCOC is required for promotion to staff sergeant.

(a) For Active Army soldiers, BNCOC is presented in residence at USAESOM and contains common core and technical tracks.

(b) For RC soldiers, this course is presented in two phases (see DA Pam 351-20, Section XXII). Phase 1A consists of a common core with two weeks resident training (or Inactive Duty Training (IDT) equivalent) at a Regional Training Institute (RTI), United States Army Reserve Forces (USARF) school, or other RC NCO academy. Phase 1B consists of completing by correspondence the "RC Basic Noncommissioned Officer Course (02B-02U)" (Course number: 514 M01). This may be started at any time. Phase 2 consists of two weeks resident training at USAESOM.

(3) *Advanced Noncommissioned Officer Course (ANCOC)*. ANCOC prepares staff sergeants to assume the duties of an Army band senior NCO. Completion of this course is required for promotion to sergeant first class.

(a) For Active Army soldiers, ANCOC is presented in residence at USAESOM and contains a common core and a technical track.

(b) For RC soldiers, this course is presented in two phases (see DA Pam 351-20, Section XXII). Phase 1A consists of a common core with two weeks resident training (or IDT equivalent) at a Regional Training Institute (RTI), United States Army Reserve Forces (USARF) school, or other RC NCO academy. Phase 1B consists of completing by correspondence the "RC Advanced Noncommissioned Officer Course (02B-02U)" (Course number: 514 M03). This may be started at any time. Phase 2 consists of two weeks resident training at USAESOM. (Both Active Army and RC

soldiers may complete the “Advanced Enlisted Professional Development Course (02B-02U)” (Course number: 514 M07; see Section XXII, DA Pam 351-20) by correspondence. This course may be used to prepare for resident ANCOC or as a sustainment course for ANCOC graduates.

(4) *Sergeants Major Academy (USASMA)*. USASMA prepares master sergeants and first sergeants for duty as sergeants major. The academy is branch immaterial; there is no technical track.

e. First Sergeants Course. This is a functional course, not formally integrated into NCOES, which prepares senior NCOs to assume first sergeant duties. Master sergeants and sergeants first class serving in a first sergeant position in the Active Army will attend a First Sergeant’s Course. RC soldiers may attend if the course is available. It is branch immaterial; there is no technical track.

3–7. Unit and Organizational Training

Band commanders will conduct training to improve musical proficiency and unit readiness in accordance with Army regulations and local command directives. Doctrine on the operational use of bands in combat found in TRADOC Pam 525-13 and FM 12-50 provides doctrine and guidance on unit training. ARTEP 12-113-MTP provides training guidance to support the unit’s Mission Essential Task List (METL). Unit training plans must reflect training necessary to accomplish the METL.

a. Individual and collective musical skills are perishable and constant training is necessary to maintain proficiency in the primary mission (see paragraph 1-5 of this regulation). When bands have been performing secondary mission tasks, a period of retraining in primary mission (musical) skills is required prior to the band presenting musical performances. Army band officers, warrant officer bandmasters, and, in the absence of either, band senior sergeants are the authority on the training needed to achieve success in the primary mission. They will determine the amount and kind of both individual and collective training and will advise committing officials when there is insufficient training time available due to over-commitment.

b. Active Army only: Active Army bandmembers assigned to General Support and Direct Support Bands periodically move to new assignments. Active Army division bands and all OCONUS bands regularly train for their secondary mission. Band commanders in Active Army non-division CONUS-based bands will ensure bandmembers receive sufficient individual and collective training in the secondary mission to enable them to quickly integrate into division and OCONUS bands with minimal additional training.

c. Reserve Component only: RC band commanders will ensure bandmembers receive individual soldier skill training (for example, CTT and weapons qualification) during pre-mobilization. Commanders will program collective secondary mission training on the annual Postmobilization Training Support Requirements (PTSR) report to ensure that after mobilization the unit receives sufficient training at the mobilization station. To ensure RC bands receive regular evaluations and are provided opportunities to train and perform their mobilization mission for extended periods, RC bands will perform AT at an Active Army installation at least once every four years. Fragmented, year-round annual training will be avoided as much as possible to permit collective training.

d. As a minimum, a Technical Inspection will verify training and degree of unit readiness every 24 months for Active Army bands and every 48 months for RC bands (see paragraph 5-1 of this regulation).

Chapter 4 Equipment and Facilities

4–1. Musical Instruments

a. Musical instrument authorizations for Army bands are established by TOE, TDA, or CTA.

(1) Additions, deletions, and changes to these documents will be recommended by band commanders and processed through command channels to C, AB per AR 71-32 Force Development and Documentation - Consolidated Policies, and related supply regulations.

(2) Additions, deletions, and changes to MTOE and installation TDA will be processed through command channels to the respective MACOM. MACOM without an assigned SBO will query C, AB for assistance.

b. Army band officers, warrant officer bandmasters, or band senior sergeants are the only personnel authorized to certify the sufficiency, condition, serviceability, and quality of musical instruments, sound reinforcement systems, recording equipment, musical support equipment, and expendable supplies.

(1) First-line, professional-quality musical instruments are required in Army bands. Responsible supporting procurement activities will procure items based on the recommendation of the Army band officer, warrant officer bandmaster, or in the absence of either, the band senior sergeant (see paragraph 1-4j(2)). Any disagreement between the above personnel and a procurement official over what constitutes “first-line, professional-quality” musical instruments, electronic equipment, or musical support equipment will be referred to the MACOM SBO or to C, AB, as appropriate, for determination.

(2) Under normal use, most Army band instruments and electronic equipment have a serviceable life of five years

with an Active Army band and seven to ten years with an RC band (prior to mobilization). Differences in climate, type of storage area used, frequency of use, and quality of preventive maintenance will affect the length of the life-cycle. A detailed life-cycle with estimated annual replacement costs is available from the DASBO.

c. Band commanders are responsible for the proper care and maintenance of band instruments/equipment and should budget accordingly.

d. Band commanders will report serviceable professional quality musical instruments made excess by authorization document changes, reorganization, deactivation, or any other reason to the Materiel and Logistics Systems Division of the Directorate of Training and Doctrine (DOTD), USAESOM, for dissemination in accordance with instructions from the Defense Reutilization and Marketing Service (DRMS).

e. Expendable Musical Supplies. Army bands will maintain, at a minimum, a 90-day on-hand supply of expendable musical supplies. These supplies consist of, but are not limited to, the following: instrument lubricants, reeds, mouthpieces, drum sticks and heads, lyres, mutes, minor instrument repair parts, cleaning materials, fuses, guitar/electric bass/bass violin strings, microphone/speaker cables, and blank recording products.

4-2. Music library

a. Band music libraries will be treated as sensitive areas because of the cost and historical nature of the sheet music, much of which may be out of print and irreplaceable. A secure area with controlled access and proper temperature and humidity control is required to prevent theft, loss, or destruction of library contents (see paragraph 4-4b(4) below).

b. Because mission requirements vary, a specific dollar amount to be budgeted for procuring new music, recordings, textbooks, and other library materials will not be specified in this regulation. The library budget will be based on what the band needs for mission accomplishment as determined by the Army band officer, warrant officer bandmaster, or in the absence of either, the band senior sergeant.

c. One year prior to the deactivation of a band, its music library will be inventoried. A copy of the inventory will be sent to the Material and Logistics Systems Division, DOTD, USAESOM for dissemination in accordance with instructions issued by the Defense Reutilization and Marketing Service.

4-3. Heraldic regalia

Army bands are authorized to procure heraldic regalia as listed in CTA 50-900, Table 4, and CTA 50-909, Table 78. Requests for approval, design, development, and procurement instructions should be forwarded to the Director, Institute of Heraldry, 9325 Gunston Road, Room S-112, Fort Belvoir, VA 22060-5579 (DSN: 656-4969; Com: (703) 806-4969).

4-4. Facilities

a. Army band training facilities are established to provide each band a place to—

- (1) Conduct organizational and individual training.
- (2) Maintain and store equipment and uniforms.
- (3) Prepare for continuous operational commitments supporting assigned missions.

b. Design Guide 1110-3-119 (Army Band Training Facilities) should be used as a guide in the construction or renovation of band training facilities. All areas containing musical instruments, equipment, or sheet music will be climate-controlled to ensure government equipment is safeguarded. Questions about facilities and climate control should be addressed to the band commander. Additional information is available from the Army Band Proponency Office. Every band will be provided a facility that contains, in addition to normal unit administrative areas—

(1) A main rehearsal room, a separate large group rehearsal room, and one additional rehearsal room to provide for simultaneous training/rehearsal by three instrumental groups.

(2) A recording booth adjacent to and with visual communication with the main rehearsal room.

(3) Nine to twelve individual practice rooms, which are required to maintain mission-essential individual technical proficiency. Construction of these rooms, complete with adequate soundproofing, is usually very costly. Therefore, commercially available, prefabricated, soundproof practice modules are acceptable substitutes.

(4) A music library room.

(5) A supply and storage room.

(6) Musical instrument, uniform, and equipment storage rooms.

(7) A musical instrument repair room.

(8) Rest rooms and dressing rooms with uniform lockers for both male and female bandmembers.

(9) Outdoor training areas, within close proximity to the band training facilities, for marching band drill.

Note. These are minimum requirements. General Support and Special Bands require commensurately more and larger facilities.

Chapter 5

Inspections and Reports

5-1. Technical Inspections

Army bands are subject to all inspections as directed by their command. In addition, all bands, except Special Bands, will receive periodic technical inspections to assist commanders in attaining the most effective use of bands and band personnel. The technical inspection provides a subject matter expert evaluation of band operations, provides training for bandmasters, and assists commands in better utilization of assigned bands.

a. All Active Army bands and band activities will receive a technical inspection every 24 months, and RC bands every 48 months.

(1) MACOM with an assigned SBO will accomplish these inspections for their assigned bands.

(2) MACOM without an SBO are responsible for providing funding for required technical inspections. DASBO will coordinate designation of an Army band officer to perform these inspections (note paragraph 1-4b(11) above). As an exception, DASBO may designate a senior warrant officer bandmaster (MOS 420C) to perform technical inspections. For reports, see paragraph 5-2a below.

b. When possible, inspections will be combined for efficiency and to reduce disruption to unit operations. For example, technical inspections of bands may be made during other command-directed inspections by adding technically qualified personnel to the inspection team.

c. On-site inspections of RC bands must be conducted in part during scheduled drills or training. Alternate methods of inspection may be used at the discretion of the SBO.

d. MACOM may conduct or request additional technical inspections and assistance visits for assigned bands as necessary.

e. A technical inspection will evaluate the following general areas:

- (1) Adequacy of mission accomplishment.
- (2) Quality of musical training.
- (3) Technical proficiency of band officers, bandmasters, and bandmembers.
- (4) Adequacy of equipment procurement, maintenance, serviceability, and accountability procedures. This includes equipment, supplies, organizational clothing, and music library items.
- (5) Adequacy of personnel, materiel, facilities, training, time, and fiscal resources.
- (6) Adequacy of the management of personnel, materiel, facilities, training, time, and fiscal resources.
- (7) Effectiveness of command and control, and commitment tasking.
- (8) Utilization of band in tactical environments.

5-2. Reports

a. *Technical Inspection Reports.* Technical inspection reports will be furnished to the inspected command through command channels within 45 days of the inspection's completion. Reports will contain sufficient detail and specific recommendations to enable commanders to take corrective action. A written report of corrective action is required whenever a rating of "Needs Some Improvement" or "Needs Much Improvement" is awarded in any inspected area. The inspecting headquarters will retain a copy of each report and provide copies to:

(1) The appropriate installation, division, or activity commander. Reports for ARNG bands will be provided to the respective State Adjutant General.

(2) DA Staff Bands Officer (see paragraph 1-4b(10) above).

(3) Chief, Army Bands.

(4) For inspections with findings of training or doctrinal deficiencies: Commandant, USAESOM.

b. *DA Form 4172 (Army Bands Operations Report) (ABOR) (RCS TRADOC-4).* Band commanders in both the Active Army and RC will report the commitment activity for their band using the ABOR. Data will be input online by means of the Army Bands Intranet found at <http://cmf97.army.mil>. Active Army bands will input data not later than 15 days after the end of each month. RC bands will input data not later than 30 days after the end of each month. Because this data is used by the DASBO in the Annual Presidential Budget Report, the importance of accuracy and timely submission cannot be overemphasized.

c. *Army Bands Annual Funding Report (Active Army only).* Band commanders will report the annual direct and reimbursable costs of operating their band using the Army Bands Annual Funding Report. Data will be input online by means of the Army Bands Intranet found at <http://cmf97.army.mil/> not later than 15 November of each year. Because this data is used by the DASBO in the Annual Presidential Budget Report, data must be verified with a local budget analyst prior to submission. The importance of timely submission cannot be overemphasized.

Appendix A References

Section I Required Publications

AR 5–22

The Army Proponent System (Cited in para 1–4c.)

AR 27–60

Intellectual Property (Cited in para 2–1g(1).)

AR 71–32

Force Development and Documentation-Consolidated Policies (Cited in para 4–1a(1).)

AR 140–158

Enlisted Personnel Classification, Promotion, and Reduction (Cited in para 3–6c(2).)

AR 360–61

Community Relations (Cited in paras 1–4f(6); 2–2a, and i; 2–3a, h, and j; and 2–4a and b.)

AR 600–3

The Army Personnel Proponent System (Cited in para 1–4c.)

AR 600–8–10

Leaves and Passes (Cited in para 2–2g.)

AR 600–20

Army Command Policy (Cited in para 1–4k(1); 1–6.)

AR 600–25

Salutes, Honors, and Visits of Courtesy (Cited in para 2–2a.)

AR 601–210

Regular Army and Army Reserve Enlistment Program (Cited in para 1–4j(9)(b), k(7); 3–3a; 3–6b(2); and Glossary - Army Civilian Acquired Skills Program.)

AR 611–1

Military Occupational Classification Structure Development and Implementation (Cited in para 1–4j(7); 3–3a, c; 3–5a; 3–6c, c(2).)

AR 621–108

Military Personnel Requirements for Civilian Education (Cited in para 3–4c; 3–5c.)

AR 635–200

Enlisted Personnel (Cited in para 1–4j(7).)

FM 12–50

U.S. Army Bands (Cited in para 2–1c; 2–5a(1), c(1), d(1); 2–5e, f, h, i; 3–6b(2); 3–7.)

DA Pam 351–20

Army Correspondence Course Program Catalog (Cited in para 3–4e; 3–5e; 3–6d(2)(b); 3–6d(3)(b).)

DA Pam 611–21

Military Occupational Classification and Structure (Cited in para 1–8c(2).)

CTA 50–900

Clothing and Individual Equipment (Cited in para 4–3.)

CTA 909

Field and Garrison Furnishings and Equipment (Cited in para 4-3.)

TRADOC Pam 525-13

Operational Concept for Army Bands (Cited on Summary Page and in para 1-4e(2)(b), g(3); 1-5b; 2-3a(3); 3-7.)

Design Guide 1110-3-119

Design Guide for Army Band Training Facilities (Cited in para 4-4b.)

Section II**Related Publications**

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

AR 25-400-2

The Modern Army Recordkeeping System (MARKS)

AR 58-1

Management Acquisition and Use of Administrative Use Motor Vehicles.

AR 135-2

Full-Time Support Personnel.

AR 135-18

The Active Guard Reserve (AGR) Program.

AR 135-100

Appointment of Commissioned and Warrant Officers of the Army.

AR 135-200

Active Duty for Missions, Projects, and Training for Reserve Component Soldiers.

AR 310-49

The Army Authorization Documents System

AR 350-1

Army Training.

AR 350-9

Overseas Deployment Training

AR 350-10

Management of Army Individual Training Requirements and Resources.

AR 350-17

Noncommissioned Officer Development Program.

AR 350-41

Training in Units.

AR 600-8-19

Enlisted Promotions and Reductions.

AR 600-8-101

Personnel Processing (In- and Out- and Mobilization Processing).

AR 600-9

The Army Weight Control Program.

AR 600–82

The U.S. Army Regimental System.

AR 600–100

Army Leadership.

AR 601–2

Promotional Recruiting Support Programs.

AR 601–100

Appointment of Commissioned and Warrant Officers in the Regular Army.

AR 601–280

Army Retention Program.

AR 614–200

Enlisted Assignments and Utilization Management.

AR 621–5

Army Continuing Education System.

AR 623–105

Officer Evaluation Reporting System.

AR 623–205

Noncommissioned Officer Evaluation Reporting System.

AR 670–1

Wear and Appearance of Army Uniforms and Insignia.

AR 700–84

Issue and Sale of Personal Clothing.

AR 710–2

Supply Policy Below the Wholesale Level.

AR 710–2–1

Using Unit Supply System Manual Procedures.

AR 710–2–2

Supply Support Activity System Manual Procedures.

AR 735–5

Policies and Procedures for Property Accountability.

DA Pam 351–4

U.S. Army Formal Schools Catalog.

DA Pam 600–3

Commissioned Officer Development and Career Management.

DA Pam 600–11

Warrant Officer Professional Development.

DA Pam 700–84

Proper Fit of the Army Green Service Uniform.

DA Pam 710–2–1

Using Unit Supply System Manual Procedures.

Section III

Prescribed Forms

DA Form 4172

(available @ <http://CMF97.army.mil>) (prescribed in para 5-2) Army Bands Operations Report

DOD Instruction 1005.4

Performance of the “Star-Spangled Banner,” foreign national anthems, and “Hail to the Chief” by Service Bands (Cited in paragraph 2-5.)

DOD Instruction 5410.19

Armed Forces Community Relations (Cited in paragraphs 2-2 through 2-4.)

DOD Directive 5500.7

Standards of Conduct (Cited in para 2-3l(2), l(4).)

Section IV

Referenced Forms

This section contains no entries.

Appendix B

Digest of Laws Related to Army Bands

The sections of Titles 10, 31, and 36 U.S. Code, reprinted in this appendix, are subject to changing administrative and judicial interpretation. Before acting or failing to act because of these statutes, DA personnel are encouraged to consult legal counsel.

Section I

Laws About the National Anthem

B–1. Title 36 USC Section 170, National Anthem; Star-Spangled Banner

“The composition consisting of the words and music known as The Star Spangled Banner is designated the national anthem of the United States of America.”

B–2. Title 36 USC Section 171, Conduct during playing of National Anthem

“During rendition of the national anthem when the flag is displayed, all present except those in uniform should stand at attention facing the flag with the right hand over the heart. Men not in uniform should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Persons in uniform should render the military salute at the first note of the anthem and retain this position until the last note. When the flag is not displayed, those present should face toward the music and act in the same manner they would if the flag were displayed there.”

Section II

Laws About Civilian Employment of Army Bands Personnel; Recordings

B–3. Title 10 USC Section 974, Civilian employment; enlisted members

“Except as provided in section 6223 of this title no enlisted member of an armed force on active duty may be ordered or permitted to leave his post to engage in a civilian pursuit or business, or a performance in civil life, for emolument, hire, or otherwise, if the pursuit, business, or performance interferes with the customary or regular employment of local civilians in their art, trade or profession.”

B–4. Title 10 USC Section 3634, Army band; may not be paid for performance outside Army post

a. Prohibition. Except as provided in subsection (b), no Army band or member thereof may receive remuneration for furnishing music outside the limits of an Army post in competition with local civilian musicians.

b. Recordings.

(1) Any Army band designated as a special band may produce recordings for commercial sale.

(2) Amounts received as proceeds from the sale of any such recordings may be credited to applicable appropriations of the Department of the Army for expenses of Army bands.

(3) The Secretary of the Army shall prescribe regulations governing the accounting of such proceeds.

Section III

General prohibition against accepting voluntary services

B-5. Title 31 USC Section 1342

“An officer or employee of the United States Government or of the District of Columbia government may not accept voluntary services for either government or employ personal services exceeding that authorized by law except for emergencies involving the safety of human life or the protection of property...”

Glossary

Section I Abbreviations

ABCP

Army Bands Career Program

AC

Active Army

AG

Adjutant General

AIT

Advanced Individual Training

ALO

Authorized Level of Organization

AMC

United States Army Material Command

AMOS

Additionally Awarded Military Occupational Specialty

ANCOC

Advanced Noncommissioned Officer Course

AOC

Area of Concentration

AR

Army Regulation

ARNG

Army National Guard

ASI

Additional Skill Identifier

AT

Annual Training

BASOPS

Base Operations Support

BNCOC

Basic Noncommissioned Officer Course

BT

Basic Training

CA

Civil affairs

CDR

Commander

CG

Commanding General

CMF

Career Management Field

CONUS

Continental United States

CP

Command Post

CPA

Chief of Public Affairs

CTA

Common Table of Allowances

DA

Department of the Army

DOD

Department of Defense

EPW/CI

Enemy Prisoner of War/Civilian Internee

FM

Field Manual

FORSCOM

United States Army Forces Command

FTX

Field Training Exercise

GAO

General Accounting Office

GOCOM

United States Army Reserve General Officer Command

HQDA

Headquarters, Department of the Army

IADT

Initial Active Duty for Training

IDT

Inactive Duty Training

IG

Inspector General

MACOM

Major Army Command

MDW

United States Army Military District of Washington

METL

Mission Essential Task List

MOS

Military Occupational Specialty

MSC

Major Subordinate Command

MTOE

Modification Table of Organization and Equipment

MWR

Morale, Welfare, and Recreation

NCO

Noncommissioned Officer

NCOES

Noncommissioned Officer Education System

NCR

National Capital Region

NGB

National Guard Bureau

OCONUS

Outside Continental United States

OCPA

Office of the Chief of Public Affairs

OJT

On-the-Job Training

OPCON

Operational Control

PA

Public Affairs

PAM

Pamphlet

PAO

Public Affairs Officer

PMOS

Primary Military Occupational Specialty

POC

Point of Contact

POI

Program of Instruction

POM

Program Objective Memorandum

PSYOP

Psychological Operations

RC

Reserve Components (Army National Guard and United States Army Reserves)

ROTC

Reserve Officers' Training Corps

RSC

Regional Support Command

SMOS

Secondary Military Occupational Specialty

TAA

The Army Analysis

TAADS

The Army Authorization Documents System

TAG

The Adjutant General

TAPC

Total Army Personnel Command

TDA

Tables of Distribution and Allowances

TDY

Temporary Duty

TOE

Table of Organization and Equipment

TRADOC

United States Army Training and Doctrine Command

TWI

Training With Industry

UCMJ

Uniform Code of Military Justice

USAR

United States Army Reserve

USAREC

United States Army Recruiting Command

USAREUR

United States Army, Europe

USARPAC

United States Army, Pacific

USARS

United States Army Regimental System

USASMA

United States Army Sergeants Major Academy

USC

United States Code

USMA

United States Military Academy

Section II**Terms****Active Army**

The full-time, active Army.

Army band

- a.* Direct Support Band (see below).
- b.* General Support Band (see below).
- c.* Special Band (see below).

Army band officer

A commissioned officer (AOC AG42C) selected or directed by HQDA for assignment as a(n)—

- a.* Commander of a Special or General Support Band.
- b.* Deputy commander or associate bandmaster of a Special Band; executive officer or operations officer of a Special or General Support Band.
- c.* Commandant or staff member of the United States Army Element, School of Music.
- d.* Technical advisor (staff bands officer) to the commander of an Army or higher headquarters.
- e.* Officer under a special assignment.

Army bandmember

An enlisted soldier classified in a band primary or secondary military occupational skill and assigned to an Army band, band activity, or bands office.

Army Civilian Acquired Skills Program

A program that grants advanced rank to those who enter the Army with skills that were learned in civilian life and which significantly shorten the training time needed to be deemed qualified to receive a primary military occupational specialty. See AR 601-210, Section III or NGR 600-200, Chapter 11.

ARNG Band

An Army National Guard band prior to mobilization.

Band activity

An approved TOE or TDA organization with a unique mission such as the United States Army Element, School of Music or the SHAPE International Band.

Band Senior Sergeant

The senior enlisted soldier in a band or band activity. (Formerly called Enlisted Bandleader.)

Band skill clinic or demonstration

An appearance by an Army band or one of its performing elements that is intended to stimulate interest in the Army Bands Career Program or to attract prospective band enlistees. The audience is the determining factor, not the size of the performing element. To be called a skill clinic or demonstration, the audience must be predominantly musicians or music industry centers of influence. Performances for high school or college music students, state music festivals, and state music educator conferences are some examples of skill demonstration clinics or demonstrations.

Base Operations

Base operations support includes supply operations, maintenance of materiel, personnel support, base services to include transportation and electronic (signal) communications, operation of utilities, maintenance of real property, minor construction, other engineering support and administrative services (including automatic data processing support) rendered by or through activities of the supporting installation.

Centers of influence

People who can help develop a better image of the Army, influence individuals to enlist in the Army, or refer names of leads to Army recruiters or band commanders. Army band centers of influence will generally be professional musical

organization members (such as music educators' associations), faculty members of music departments and schools, music industry leaders (including instrument manufacturers, music publishers), or other influential individuals or groups affiliated with music.

Direct Support Band

An Army band that is not a Special Band or General Support Band and is assigned to a division, installation, or activity of the United States Army.

Division Band

A Direct Support Band assigned to a division.

“Flexible TOE”

A management concept used in General Support and Direct Support Bands wherein all TOE reflect the same MOS and grade totals while MOS and grade combinations may differ.

Fund raising

Purposely trying to acquire money or material beyond actual costs for charitable, civic, or other purposes.

General Support Band

A band assigned to a Major Army Command Headquarters and so designated by TOE.

Information Operations

Information Operations (IO) encompasses Psychological Operations (PSYOP) and the IO-related activities of Civil Affairs (CA) and Public Affairs (PA). Bands are important tools in these IO areas to accomplish the mission of the combined, joint, and Army commander. Bands do this by being a non-lethal presence in the area of operations, providing forums for presentation of command messages and information distribution, and by demonstrating the excellence of the American soldier.

Installation and Activity Commanders

In the Reserve Components this includes — for USAR: Regional Support Commands (RSC), Division Commanders, and Major Subordinate Commands (MSC); for ARNG: the Adjutant General of the states, territories, and the District of Columbia, and ARNG Division Commanders.

Musical activity

There are two musical activities: the United States Army Element School of Music, and the Supreme Headquarters Allied Powers, Europe International Band.

Musical tour

Official military travel by an Army band performing element to enhance the morale and esprit de corps of troops, recruit, or influence community relations. Tours usually have several performances in different locations and generally involve multiple overnight lodgings.

Official military function

A military sponsored event that uses appropriated funds, promotes esprit de corps, and is primarily for military personnel, their dependents, and guests, and which has been designated as “official” in accordance with paragraph 2-3 of this regulation.

Over-commitment

The condition when performances or other requirements prevent sufficient time to train personnel, administer unit functions, or provide compensatory time off for successive off-duty official performances. Planners will consider travel time as performance time and schedule commitments accordingly.

Patriotic Music

Music selected to enhance the image of the United States or its Armed Forces. The local commander is responsible for determining the suitability of the music to be performed. Determinations should be made within the intent of using Army bands to inspire the will to win in our soldiers and to foster support for the U.S. and the Army at home and abroad.

Patriotic (Military) Program

A patriotic or military program is a short program either at the opening or closing, or a presentation as a part of the total program, when it is clearly established as a military appearance by a military musical group. A musical program

normally consists of the following: a medley of military or patriotic songs, honors, and music to accompany the presentation of colors.

Reserve Component

The Army National Guard or the United States Army Reserve.

Special Band

The four Special Bands are The United States Army Band, The United States Army Field Band, the United States Military Academy Band, and, although not technically organized like a traditional band, The Old Guard Fife and Drum Corps.

USAR Band

A United States Army Reserve band prior to mobilization.

Warrant officer bandmaster

A warrant officer holding MOS 420C selected or directed by HQDA for assignment as a (an)—

- a.* Commander of a Direct Support Band or The Old Guard Fife and Drum Corps.
- b.* Associate Bandmaster of The United States Army Band, The United States Army Field Band, the United States Military Academy Band, or a General Support Band.
- c.* Staff officer of the United States Army Element, School of Music.
- d.* Technical advisor to the commander of an Army or higher headquarters.
- e.* Technical advisor to the Chief of Army Bands.

Section III**Special Abbreviations and Terms****ABCP**

Army Bands Career Program

ABOR

Army Band Operations Report

ACASP

Army Civilian Acquired Skills Program

CAB

Chief, Army Bands

CASCOM

Combined Arms Support Command

CAR

Chief, United States Army Reserve

CTT

Common Task Training

DASBO

Department of the Army Staff Bands Officer

DMPM

Director of Military Personnel Management

DOTD

Directorate of Training and Doctrine (United States Army Element, School of Music)

DRMS

Defense Reutilization and Marketing System

EUSA

Eighth United States Army

FTS

Reserve Component Full-Time Support Personnel

IAW

In Accordance With

IO

Information Operations

MARC

Manpower Requirements Criteria

OASA (PA)

Office of the Assistant Secretary of the Army (Public Affairs)

OASD (PA)

Office of the Assistant Secretary of Defense (Public Affairs)

PERSCOM

United States Total Army Personnel Command

PLDC

Primary Leadership Development Course

PTSR

Postmobilization Training Support Requirements

QBND MDEP

Army Bands Management Decision Package

RTI

Regional Training Institute

SBO

Staff Bands Officer

SHAPE

Supreme Headquarters Allied Powers Europe

SOJT

Supervised On-the-Job Training

TOGFDC

The Old Guard Fife and Drum Corps

TUSAB

The United States Army Band (Pershing's Own)

TUSAFB

The United States Army Field Band

USAFMSA

United States Army Force Management Support Agency

USAESOM

The United States Army Element, School of Music

USAMDW

United States Army Military District of Washington

USARF

United States Army Reserve Forces

USASSI

United States Army Soldier Support Institute

USMAB

United States Military Academy Band

YRT

Year Round Training

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